

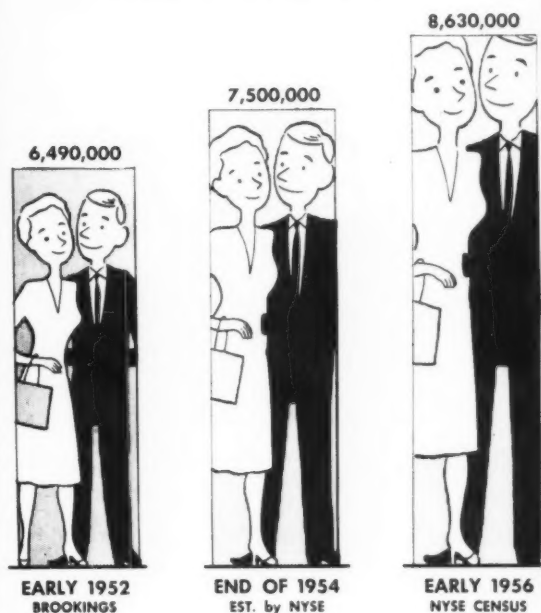
LIBRARY
APR 9 1957

PUBLIC RELATIONS JOURNAL

APRIL 1957



GROWTH OF SHAREOWNERS IN PUBLIC COMPANIES



(Left) Young Shareowners with G.E. President Ralph J. Cordiner
FPR—Management's New Responsibility

DETROIT PUBLIC LIBRARY
BOOK RECEIVING DEPT
5201 WOODWARD AVE
DETROIT 2 MICH
J-12

75 CENTS



THE NEW GENERATION

Explorer Scout Terry Martin, a Massachusetts scholarship winner of the Science Clubs of America... a boy with ambition and ability. Companies like Weyerhaeuser Timber, Convair, Electrical Companies of America, American Telephone and Telegraph and General Motors, reach boys like Terry in the biggest boy magazine in the history of publishing.

BOYS' LIFE 1,600,000 ABC

THE MAGAZINE FOR ALL BOYS PUBLISHED BY THE BOY SCOUTS OF AMERICA

A JOURNAL OF OPINION IN THE FIELD OF PUBLIC RELATIONS PRACTICE
PUBLIC RELATIONS JOURNAL

VOLUME XIII

APRIL 1957

NUMBER 4

STEPHEN E. FITZGERALD
Editor

MARY E. MCNEILL
Executive Editor

THOMAS R. CARSKADON
EDWARD LITTLEJOHN
Assistant Editors

KATHERINE R. ZITO
Circulation Manager

JOANNE LEE STERN
*Editorial and
Advertising Promotion*

*Editorial and
Advertising Office:*
2 West 46 Street
New York 36
Circle 6-0741

Published by:
*The Public Relations
Society of America, Inc.*

Financial Public Relations—

- Management's New Responsibility** *Harold M. Gartley* 3
How to present the company financial story to shareholders.

The Gold

- Toothpick** *John Crichton* 4
A well-known editor gives his views on the PR field.

Yardsticks For

- Public Relations** *Stanley Baar* 6
Can the yardstick be applied to public relations?

Sponsored School Materials

- Are "Coming of Age".** *Mary June Burton* 8
The collaboration between public relations men and educators.

The Other Side

- Of Freedom: Responsibility.** *B. Brewster Jennings* 10
The author shows the position of business in America today.

Public Relations Is

- A Profit Tool.** *George D. Skinner* 13
The indispensable part the profession plays in the profit picture.

Departments:

- Professional Directory** 27

Editorial

Should We "Engineer" People's Minds?

It is not entirely uncommon to encounter a public relations man who, unblushingly, uses such phrases as "the process of persuasion," "the engineering of consent," and "the techniques of creating opinions." One is even encouraged to believe that these concepts either explain what public relations people are up to or what they would like to be up to.

The purpose of this editorial—and since it is an editorial it need not be taken as anything more than an expression of personal opinion—is to register a general opposition to the tactics or intentions which such phrases seem to imply.

To those who are already skeptical about the moral values and ethics of public relations, such phrases provide lethal ammunition. "The engineering of consent" indeed! Does this imply that, after the public relations man has executed his arcane performance, his audience has somehow been successfully "manipulated?" Some will surely think so. And, does the coupling of "engineering" with the word "consent" imply that the consent would not have existed without the engineering?

If the consent has been "engineered," in short, have people been caused to think something, do something, or come to believe something which they would not have thought, done or believed otherwise? Are public relations people engaged in some kind of mass hypnosis? Would they want to if they could? Are they really "persuaders?" Do they, or should they, "create" opinions and public attitudes?

It is at least arguable that any concept of public relations which involves the idea of engineering, or the "process of persuasion," is dangerous to the ethical public relations practitioner and perhaps dangerous to the public as well. Too many observers already think of public relations men as mere mercenaries, skilled technicians who have hung out their "words for sale" signs, clever idea-inventors who, for pay, will take any side of any question. If respon-

sible segments of society come to think that public relations men are engaged in causing consent to exist (when it would not otherwise exist) by some "engineering" process—we are surely lost.

The problem is not entirely a simple one, and we need not be naive about it. The average public relations man is likely to do all he can to put his client's or his employer's best foot forward. He can hardly avoid some "slanting" of his materials and points of view, just as a lawyer of the highest ethical standards must see to it that his client, even if the client is unworthy, has his day in court.

But, there is a big difference between hoping that people will "go our way" when they have all the facts—when they are left alone to make up their own minds—and hoping that somehow this democratic process can be side-stepped and that attitudes can be magically created by the skillful use of propaganda.

An example: no organization or group can achieve absolute objectivity, but there are some which come close to it. The League of Women Voters is a case in point, and so is the work of such an organization as the Twentieth Century Fund. Such groups are not trying to "engineer" consent; they hope that, if the people are informed, they can then make sound decisions on their own. One need only think of the hundreds of phony "front" organizations which have been deviously created to see the difference.

It goes almost without saying, of course, that any organization, even a bad one, has every democratic right to present its own case, hoping that its point of view may prevail. Groups which are for or against prohibition, for or against birth control, for or against big business—they all have a right to be heard, especially if they have the courage to stand up and be counted.

But suppose such organizations, in pursuing their ends, create "front" organizations, cause other groups

Continued on page 24

FINANCIAL PUBLIC RELATIONS— MANAGEMENT'S NEW RESPONSIBILITY

by HAROLD M. GARTLEY

Financial Public Relations is, in essence, the telling and retelling of a company's story not only to its own shareholders, but even more importantly, to the 30,000 men and women in the securities business. These 30,000 pros think for and guide the several million families who are the real owners of American enterprises.

A soundly conceived, skillfully executed FPR program has four good and practical purposes:

(1) *To achieve and maintain a FAIR evaluation of the company's securities in the marketplace.* Although it does not appear on the balance sheet, fair evaluation is a real asset. It reflects the company's credit rating, the reputation of its management, its industry standing and the welfare of every one of its shareholders. Share-owners want and deserve a fair evaluation of their investment. Good management performance—a good earnings and dividend record—no longer is enough. Increasingly, share-owners look to management to make their company known and well regarded by other investors. Efforts to maintain fair evaluation have become

part of management's modern—and continuing—responsibility.

(2) *To provide well-priced "share money."* Frequently a company considering an acquisition or merger finds that its shares provide the most practicable means of exchange. The market price of its shares is often the principal yardstick of negotiation. Or, perhaps, the company faces new financing. Again the price of its shares becomes an important yardstick. This is especially true if the financing involves the issuance of convertible senior securities.

(3) *To meet competition in the nationwide financial community.* In competitive capitalism, there is a corollary competition for financial community recognition. A well-planned, sustained and well-supported FPR program prepares the way for expansion by creating a constructive attitude among financial opinion leaders and the investing families for whom they speak.

(4) *To prevent misunderstandings, and maintain the loyalty of both share-owners and financial opinion leaders.* A do-nothing attitude often leaves management (which rarely owns con-

trol) in a vulnerable position. The arguments of those antagonistic to management can best be answered by a large group of well-informed, understanding shareholders and their advisers.

The ownership of shares represents a temporary storehouse of accumulated savings. All shareholders are potential sellers. Shares are sold when money is needed for one purpose or another—to buy a house, to send a child to college, to meet a medical bill or to set up an estate. Such necessary liquidation has nothing to do with management's accomplishments.

The buyer of a security, on the other hand, feels no such urgency. He puts his money into the market only because he believes it will profit him. He buys a particular stock only because he has been taught to like the company and its record.

Divisions of the financial story

Invariably, a company's financial story is divided into five main subjects:

- (1) People—in particular, management.
- (2) Plants—the facilities and their operating efficiency.
- (3) Products—the reasons for the company's existence.
- (4) Profits—operating results and the consequent financial position.
- (5) Prospects—research, development and planning for growth.

The last two—profits and prospects—are the most important to the financial audience.

Continued on page 22



Mr. Gartley

HAROLD M. GARTLEY is President of Gartley & Associates (New York City), specialists in Financial Public Relations. He has been a member of the New York financial community for many years, the roots of his firm going back to 1920. For many years his firm did investment research, stock market counseling and portfolio management. In the last decade the Gartley organization has concentrated on financial public relations—the telling and retelling of a client company's story to the nation's financial audience.

Gartley is a Founder of the New York Society of Security Analysts. Since 1934, he has been Secretary of the Analysts Club, which includes some 40 senior analysts. He is a Founder of the Wall Street Forum, a group of younger security analysts.

THE

GOLD

TOOTHPICK:

Or, how dispensable do you want to be?

by JOHN CRICHTON

Shortly before Christmas the newspapers carried an advertisement for a gold toothpick, a gift "for the man who has everything." Certainly a gift to warm the intransigent heart of Thorstein Veblen. The profession of public relations would certainly be able to ascribe certain public attitudes and economic status to the appearance of the Gold Toothpick on the scene; it is not so certain that the profession would be able to draw an analogy between the Gold Toothpick and the profession of public relations itself. But perhaps there is one.

Let us begin by saying that the analogy is inexact; that it will fit some parts of the profession better than other parts. It may even seem to some that there is *no analogy at all*; let us hope

NOTE: Mr. Crichton is widely known in the advertising field as an editor, and he is known as well to many practitioners of public relations. In this article he expresses a point of view with which a good many public relations people will undoubtedly disagree; but it is fortunate indeed that public relations is a sufficiently lively occupation to justify debate. Readers who wish to take issue with Mr. Crichton may feel free to head for their typewriters.

they are right. But let me also go on.

Now, public relations never had it so good—as at the time I write. Further, the words, "public relations," have a kind of golden ring. Companies talk about a project's having "public relations possibilities"; other professions chide themselves at conventions because their "public relations" are faulty and their esteem in others' eyes lower than in their own; and it is even remarked that top military men ought to have a stretch in a public relations capacity before they are given highest command responsibility.

But this, for the most part, is a latter-day preoccupation. It is as if the functions these companies, professions and soldiers performed had no public value until the magic moment when the existence of the public and the fact that they had relations with it were explained to them.

It also coincides, to a remarkable degree, with the arrival of an unprecedented economic prosperity. Companies discovered public relations only after they could well afford to pay for it. In many cases, they discovered it long after they had discovered other agreeable avenues of expenditure: tax-free travel, company-paid physical checkups, foundations and bequests.

It became for them the Golden Toothpick—the last elegant appurtenance to which they might aspire.

"Nonsense!" cries a reader at this point. "There were many public relations people practicing successfully 25 years ago, in the depths of the depression."

Publicity then and now

So there were, and some who were practicing then are practicing now, and they are entitled to the respect earned by any kind of economic longevity. But by and large what they practiced then (and some have still not altered the words, out of stubbornness or fidelity to fact) was publicity.

Around the turn of the century in Milwaukee there was a local joke that went like this: "Where was Milwaukee fifty years ago?" Answer: "In Germany." It might fairly be said that the answer to "where was public relations twenty-five years ago?" would have to be "in publicity."

But publicity has acquired a bad name, and nowhere is this name worse than among public relations people.

"Just a publicity man," goes the condescending phrase; "Publicity is just a *tool* of public relations," runs another, often used in explaining the

surface similarity between the two. And here lies publicity, not unlike a wooden toothpick, if you will. Useful, commonplace, perhaps vulgar. Not fit for the social level of the Gold Toothpick.

It is true that the man who would not dream of hiring a press agent, or even a publicity man, is conscious that his position may require a public relations expert.

The employer sometimes implies that he could do as well, or better, if he could attend to these things personally, but with the apologia—"We've grown so much that I just can't..." Again, the tacit inference of prosperity; the reliance on the Gold Toothpick.

It is even a state of mind encouraged by some practitioners, one of whom has defined public relations as "individual aggrandizement at corporate expense." This is immensely cynical; it is also practical, as cynicism so frequently is, and its results are notable.

It was the employer of Lord Byron as a copywriter, I believe, who boasted that "we keeps a poet."

Perhaps thousands of young men of literary bent have been comforted during their sojourn in journalism, advertising agencies or public relations firms to remember that it could happen even to a Byron. What is more interesting is that employment of Byron seems to have accomplished no particular wonders for the company or the product outside of the patina it imparted to the employer's ego.

It ought not to be inferred that public relations is here regarded as nothing beyond executive exploitation and management flattery. But in assessing its corporate values, one increasingly relates the publicity effort to the success of the public relations operation.

A job well done

In fact, it is not wholly unusual for a public relations department or counsel to fall back, in documenting the success or efficiency of its workings, upon clippings. To revert, in a word, to publicity as a proof of a job well done in public relations.

The trouble with the Gold Toothpick is that it is a "trapping," which con-

sorts badly with shirtsleeves. The suspicion is that the user, should circumstances force him to abandon elegance, would rid himself of his Golden Toothpick first of all. This is a practice founded on inventory principles—last in, first out—and since the Gold Toothpick was the last crowning item of decoration, it is fitting that it be the first to be discarded.

And now let us put the Gold Toothpick back in the brocaded vest-pocket, and put our analogy away for a time. I wish to state five ideas.

First, any impartial public relations observer will admit, I think, that not everything is improved by public relations. Lincoln lives in memory without a Hagerty, James J. Hill without a Deegan, and Kit Carson without a Disney. It may be that Churchill's prose

JOHN CRICHTON, Executive Editor of ADVERTISING AGE magazine, is a native of Colorado. A graduate of the University of Missouri, he worked on newspapers in Colorado and Montana and then in the sales promotion department of a steel company. In 1943 he joined ADVERTISING AGE as its Washington, D. C. editor, and in 1946 became its Executive Editor. He spent three years in the U.S. Navy.



might have been sharpened by a battery of ghosts, but happily it was not. It does no good to argue that all these men had superb public relations, or that they were innately endowed with public relations perception. The fact is that performance was proof; that what they did was eloquent testimony and appreciated by the public both then and later. *Res ipsa loquitur*, which ought to be an official management motto for dealing with public relations men.

Second, twenty-five years ago, most companies, men and professions were much too busy in a battle for economic survival to worry deeply about their public relations Gestalt. It was felt then that producing a better product and selling it cheaper were simple

principles of continued business success. Manufacturing economies were made; then came the job of selling, and every device of advertising and publicity was employed in the drive. For the host of companies which survived that grim decade, publicity frequently did a job for which no apologies then or since have been needed. *Res ipsa loquitur*, again.

Product does the job

Third, no particular proof exists that products mean much to a consumer in a public relations sense. Democrats buy cars made by Republicans; anti-Semites order liquor sold by distinguished Jews. Housewives won't buy a detergent that won't get the kids' blue jeans clean in the washer. Never mind telling her about the scholarships the company provides, or its far-seeing president. She may or may not know, and it still makes no difference. The product has to do the job. Or, to be repetitious, *res ipsa loquitur*.

Fourth, ours is a peculiar society in its hunger for new and better products, for better-easier-quicker-cleaner ways of doing things. This remarkable susceptibility for the new and different makes patsies of us all—the mysterious new ingredient in the toothpaste, the narrow lapel, the long skirt, the flattop hat, the non-winding watch—and no such multitude of Trilbys ever awaited so eagerly the appearance of a Svengali, no matter how inept he be.

Fifth, granted these things, how did the public relations business ever get itself so involved in high-octane hyperbole that it virtually ignores their existence? Not so long ago, a prominent public relations practitioner changed jobs, and sought a former colleague for assistance in turning out the release and seeing that it appeared in newspapers and trade papers in which he was interested. He simply didn't know how any more; he no longer had the basic equipment; he was a real Gold Toothpick man.

The public relations business sold itself on the Gold Toothpick concept the day it began to decry publicity, and encourage practitioners to sneer at it, despite the fact that ultimately their success in holding their jobs on

Continued on page 26



Mr. Baar

Yardsticks for Public Relations

by STANLEY BAAR

Business is becoming more and more "yardstick minded." It is demanding more of all who are part of it. It is putting all its functions on the table, probing, measuring and examining into their usefulness—and cost.

Public relations is no exception. It is subject to the same probing process as other aspects of business—and then some. The added intensity of the examination, when public relations is involved, stems partly from the fact that our profession from its very beginning helped to get business interested in evaluating itself and its impact. And when the student tests the teacher, the questions are likely to be especially tough.

Public relations in such an examination must answer:

1. How much does this activity contribute *specifically* to the attainment of business goals? What specific goals?
2. Are we getting our full money's worth for each of our public relations expenditures?
3. Is the over-all cost offset by its accomplishments? Specifically, *what* accomplishments?
4. All of our public relations expenditures—how much do we really need them *and why*?

These questions are being asked today in many a President's or Board Chairman's office, in many a Comptroller's or Treasurer's office. Without specific answers, and without a yardstick of evaluation which itself can stand searching investigation, we cannot answer.

Public relations people, on the whole, tend to operate by instinct. We "know" when we hit a note that's sour; similarly, we "know" when we hit the bull's eye. But *facts* to back up our hunches are hard to come by.

Overworked and underpaid

Public relations people are perhaps among the most overworked and underpaid people on the management scene in terms of daily crises met and overcome, diligent attention to duty, selfless devotion to cause, or earnest and intelligent effort. Now we are being obliged to *prove* that the effort has produced measurable and valuable re-

sults and that the cost is fair and reasonable in terms of value to the beneficiary.

Practically every functional part of modern business has its yardstick by which its effectiveness and economic justification may be measured. Production can point to so many units produced at such and such a cost. Sales can point to so many units sold at such and such a price. Finance and accounting can point to so many pages of statistical table reports, reviews, forecasts.

Even in a field that's closer to ours—advertising—some yardsticks have been developed. Both advertising and public relations deal in ideas—a commodity not as readily susceptible to measurement by unit or nose count as the products of an assembly line. Advertising can point to so many pages of paid newspaper space, so many radio or television commercials read and seen and heard by so many people. And to "prove" the impact of such efforts, advertising has developed an endless variety of yardsticks—Hooper, Starch, Readex, Trendex, Videodex, Nielsen—you name it, they've got it.

Advertising yardstick

Advertising men would be the first to agree that their rating methods and evaluation yardsticks are far from perfect. Yet, day after day, week after week, effort is being continually expended to improve rating methods and evaluating methods for advertising.

Continued on page 20

STANLEY BAAR has been president of the New York public relations counseling firm of Barber & Baar Associates, Inc. since 1947. After working on several daily newspapers, he was one of the editors of the NEW YORK JOURNAL OF COMMERCE for 7 years before he was brought into the public relations field through Ivy Lee and T. J. Ross. He served as director of public information for Allied Liquor Industries and later as executive vice president of Licensed

Beverage Industries, both national public relations organizations for the distilled spirits industry.

Educated in public and secondary schools in Pittsburgh, Pa., he is an alumnus of New York University's School of Commerce, Accounts and Finance, and its Graduate School of Business Administration. He served on the 1952 and 1956 Program Committees for the PRSA national conferences in Washington and in Milwaukee.



starts editors thinking about your company

Editors are busy people. They don't always have time to get to press parties. But if you want to get your ideas across to them at their desks (and through them to the readers of more than half of all U. S. daily newspapers), there's no better way than through regular corporate advertising in *The New York Times*.

For editors all over the world — for the editors of more than half of all U. S. daily newspapers — *The New York Times* is must reading. They have great professional respect for it and for its 25 Pulitzer awards. From it, they get information which they cannot get from any other single source — news they need about government, poli-

tics, foreign problems, business, industry, finance.

Your corporate advertising is information, too. Editors welcome it just as they welcome any information which enables them to do a more knowledgeable job for their readers. That's why it's good judgment to publish it in *The New York Times*. Like no other medium, *The Times* reaches the men who influence the opinions of others. Let us tell you more about why your corporate advertising belongs in *The New York Times*, America's most influential newspaper.

The New York Times

starts people thinking all over the U. S.

SPONSORED SCHOOL MATERIALS ARE "COMING OF AGE"

by MARY JUNE BURTON

In the years since the second world war, "sponsored" materials for schools—booklets, filmstrips, movies and other teaching aids—have grown from offerings of a comparatively few companies and organizations to a sizable industry. School superintendents themselves, at their convention in Cleveland two years ago, estimated the investment in such free offerings at \$50,000,000—about half the amount the public schools spent annually on regular textbooks. The volume is still growing.

Some of these "aids" are clumsy and even dishonest, a nuisance to schools and largely a waste of money for the sponsors. But on the whole, their quality has improved greatly; as one educator has said, they seem to be "coming of age."

A versatile tool

Public relations people are taking more care and responsibility in preparing such materials properly. And they are learning that school materials can be a very versatile tool—useful not just to reach young consumers and future consumers, but also in community relations, employee recruitment, the presentation of controversial

issues and other areas. Most important of all, sponsored aids are helping to increase understanding and cooperation between industry and education.

Educators, on their side, are more receptive to free materials and less suspicious; they are more willing to concede that sponsors can be "to some extent motivated by self interest" without being bent necessarily on exploitation of pupils. Today, says the National Science Teachers Association, "teachers and administrators have greater confidence in industry and in the motives behind industry's offerings to schools—in the possibility of business having a real interest in the welfare of all the people."* Free supplementary materials can be a real aid to a tight school budget and they can help keep pupils in contact with the outside world in these fast-changing times.

So eager are most educators for useful supplementary materials that an astonishing amount of machinery has been set up to help teachers find good aids and to screen out the poor ones. A sponsor who takes the trouble to

follow certain "rules of the road" in producing his offerings will find that this machinery helps solve one of his major problems—distribution.

Columns and bibliographies

For example:

Many educators' magazines now carry regular columns titled "Yours for the Asking," "Free or Inexpensive" and the like, describing new offerings and giving the sponsor's address. Some magazines, such as those of state teachers' organizations, run paid advertisements on sponsored materials together with a coupon service. Teachers can clip coupons ordering the free aids that interest them and send the coupons to the magazine, which routes each coupon to the right sponsor for filling. Periodically these magazines also run articles on how teachers can make more and better use of sponsored materials.

Scores of bibliographies of supplementary aids are published. Some are elaborate annual catalogues with large circulations, listing hundreds of free items, cross-indexed as to subject matter. Many are mimeographed lists of free and low-cost pamphlets on science, social studies and other special subjects, issued by schools of education or school curriculum committees. These lists first began to appear 30 years or more ago, but now they are so numerous that the University of Oregon School of Education publishes a "Bibliography of Bibliographies of Instructional Aids to Learning!"

The National Science Teachers Association regularly mails more than 10,000 members a packet containing sample copies of several sponsored aids it has evaluated and approved. Members write to the sponsors for additional copies of the packet materials

*"How Science Teachers Use Business-Sponsored Teaching Aids"



MARY JUNE BURTON is a free lance writer-editor who specializes in industry-sponsored school booklets. Her first booklet, which had a circulation of more than five million copies, was produced 11 years ago while editor of the industry book program of the American Education Press in Columbus, Ohio; during her six years there she also edited a current events newspaper and wrote instructional materials for all grades from third to twelfth.

During the war she was a public relations representative at the Columbus Curtiss-Wright plant and previous to that, a newspaper reporter and syndicate feature writer. Now in New York, she has written public relations materials for adults as well as school pupils. "Your Personal Public Relations," a recent pamphlet published by Good Reading Rack Service, has been reprinted in special editions by several companies for their own employees.

they want. The NSTA has up-to-date mailing lists of close to 35,000 science teachers; at low cost, sponsors of approved materials can use either the packet service or the broader mailing lists.

Teachers' conventions, teachers' colleges and local school systems often have workshops where the use of free materials is taught and especially good examples are recommended. Some of the most active sponsors lease booths at educators' conventions where free aids are exhibited along with the latest textbooks and the most modern schoolroom lighting equipment.

Distribution through local channels has also been simplified. An agent who offers his town's school officials a really good booklet or filmstrip issued by his firm will probably find that he has to do very little selling. Very likely the teachers are already using some sponsored materials; these are often first inspected by supervisors or curriculum experts who send them on, if approved, to the right classrooms. Some school systems have set up formal screening committees and some even have a central materials bureau which collects free aids and keeps them filed ready for use.

This present comfortable collaboration between public relations men and educators did not just happen—it is the result of active effort on both sides.

Bitter critics

Sponsored materials have had bitter critics, although some aids were acquiring a modest and appreciative audience even before 1929. The depression with its "exposé era" did not improve matters. Consumers (according to the sensational best seller) were shown to be just "100,000,000 Guinea Pigs" at the mercy of the economic royalists. One school principal, in writing on "Advertising in the Classroom" began his article by asking "If Barnum was right, can 100,000,000 guinea pigs be wrong?" His advice: if any commercial materials were permitted in the class (even a picture cut from a magazine advertisement to make a poster on healthful foods) then "Have all advertising trade-marks and manufacturers' names covered or relabeled



CHECK LIST

The author's "rules of the road" for preparing sponsored materials are as follows:

1. *Keep "Advertising" to a Minimum*
2. *Avoid Unfair Slanting or Bias*
3. *Plan Materials to Fit the Curriculum*
4. *Keep Materials Easy to Read*
5. *Make Them Interesting*

to avoid influencing the pupil in favor of certain brands."*

Public relations men, on their side, were handicapped by two things: first, they were very apt to think of educators as fuzzy-thinking dwellers in ivory towers, with whom there could be little real communication; and second, many sponsored materials were sloppily prepared and much too blatant in advertising.

Consumer education committee

A major factor in changing the climate was the Consumer Education Committee, set up jointly in 1942 by the National Better Business Bureau and the National Association of Secondary-School Principals. One committee project was a 1944 study on "Commercial Supplementary Teaching Materials" which is still widely quoted; it pointed out the advantages to the schools of free aids (if they were skillfully and responsibly prepared)

and set up a list of standards for sponsors to follow. Other partnerships have been formed between industry and educational organizations, notably the National Science Teachers Association. Industry sponsors have participated in (and largely financed) such NSTA projects as its Advisory Council on Industry-Science Teaching Relations and the Future Scientists of America Foundation; public relations people dealing with school materials have become members of the NSTA through its special Business-Industry Section.

Through such mutual efforts there have been hammered out a workable set of "rules of the road" for sponsored aids, standards which have been variously worded but which boil down essentially to these:

1. Keep "Advertising" to a Minimum. A few schools still ban *all* advertising, but most of them allow the name of the sponsor. Says the American Association of School Administrators, "The most liberal position is

Continued on page 18

*Thirteenth Yearbook, Dept. of Elementary School Principals, NEA (1934)

The Other Side of Freedom: RESPONSIBILITY

by B. BREWSTER JENNINGS

So often, when the American business community is involved in matters of public debate, its opponents resort to a time-tested and admittedly effective technique. We are all familiar with the devices used. They are inevitably of the kind which depict a company or an industry as big, rich and powerful; and the other party as a little fellow—poor, weak, defenseless, and somehow representative of the public at large. The aim is to capitalize on the natural human disposition to sympathize with the underdog and peoples' equally natural fear of the bully.

Facts are ignored and the anti-business arguments are invariably addressed to fear and suspicion rather than to reason and experience. Too frequently, these tactics have their desired effect. The public, even when skeptical of such arguments, seems disposed to go along with their proponents. The significance of this public disposition to play it safe, in effect, by going against business, generally goes far beyond the principle at issue in any particular controversy.

B. BREWSTER JENNINGS, chairman of the board of the Socony Mobil Oil Company, Inc., joined the company in 1920 and worked in several departments until 1935 when he was appointed assistant to the president. In 1939 he was elected to the board of directors.

From 1942 to 1944 Mr. Jennings served the government as Assistant Deputy Administrator for tanker operations of the War Shipping Administration. Soon after he returned to the company, he was made president and chairman of the executive committee. In July 1955 he became chairman of the board, continuing as chairman of the executive committee. He is a graduate of Yale.

The primary and over-riding significance of it lies instead in the way in which it reveals how deep-seated is the American public's fear of great concentrations of power. It is clear that business would do itself and the nation a great service if it could reduce the public's fear of business power to a realistic level. I don't think this fear will ever be completely removed and I don't think it should be. It is a healthy, indeed necessary, condition of democracy that a people be wary always about allowing power to concentrate too much in any organization, group, government unit, or individual.

We owe the checks and balances of power within our government to this fear. We are indebted to it for the ancient guarantees of individual rights which make up the fabric of our law. We should be grateful that human beings everywhere are endowed with it and that Americans have it to such an impressive degree.

The job of the businessman

Granting this, it seems to me imperative that every businessman in every industry in the country try to do a better job of informing the public as to the true nature of the American business system and business people. This applies with particular force to representatives of large enterprises—so-called big business. That is because they are probably the least understood members of the business community and because the very name "big business" stirs apprehension in the public mind, implying, as it does, vast and uncontrolled power in the hands of a few. The "New Look" study, done last

year by the staff of the OIIC, makes this point very strongly.

Of course, this is hardly a new idea. We all know of the great efforts being made by industry generally to increase public understanding, and I for one feel that there is a healthier climate for business in this country now than there has ever been. However, there is no doubt but that there is room for substantial improvement.

A. A. Berle, in a small book called *The Twentieth Century Capitalist Revolution*, has some rather acid observations to offer on American business effectiveness in replying to criticism from the Left. The Leftist attacks, he notes, stem from a long current of thought which culminated in the theories of Karl Marx (circa 1870). Capitalism's replies have generally been a reiteration of the theories formulated by Adam Smith (circa 1776) and developed to a high point by Ricardo in 1817.

Berle maintains the situation is not unlike that which obtained when Napoleon III, in 1859, made use of military tactics which the French had used successfully in 1809. He won out in this because the Austrian Empire, not to be outdone in foolishness, met the attack by resorting to tactics conceived of in 1759.

Reaching into the past

Berle's point is well made. We in business almost make a habit of reaching into the past to describe conditions for which the past has no vocabulary. We try to meet hostile ideas which are decades out of date with ideas of even more ancient vintage.

More often than not this does us more harm than good. I believe we increase public fear and anxiety rather than reduce it when we suggest that free enterprise, as we have it today, is no different from free enterprise as it was conceived of in the Nineteenth Century. We don't mean to suggest this but I am afraid we end up doing so. When we businessmen talk about freedom from government control, for example, we are not asking for freedom to return to the 12-hour day, to child labor, to immunity from safety standards, and to similar "freedoms" of industrial society's early days. Yet we harp so much on the word *freedom* that I suspect we raise the image of such anachronisms in the minds of many people.

I am convinced, referring for example to the issue of the natural gas bill, that the oil and gas industry's attempt to rid itself of needless controls was widely interpreted as a bid for economic license. All of us in the industry know that nothing could have been farther from the truth; that what we were asking for was not freedom to be irresponsible but, rather, the exact opposite. It remains that too many people believed otherwise.

Perhaps we businessmen should talk less about freedom and more about *responsibility*. The two go together, of

course: A man can't be responsible for his behavior unless he is free; and he can't be free, for long at any rate, unless he is responsible. The same is true of companies and corporations.

"Free enterprise" is the term which we use most frequently in describing ourselves and our economic system, but surely the term "responsible enterprise" would be equally accurate. In using it we merely examine the thing from its other side. The other standard phrase "private enterprise" suffers, I think, from its suggestion of exclusiveness and the implication that its activity is no one's business but its own. We all know that that is a misleading implication.

Arguments in favor of emphasis

Two things argue in favor of emphasis on the responsibility side of our economic system as against the freedom side. The first is that by so doing we more accurately describe the nature of the system. The second is that such an approach may go far toward reducing public mistrust and suspicion by establishing the fact that businessmen, far from being automata reacting to a mechanical marketplace, are human and moral.

There is such a thing as business ethics, after all, and it encompasses a great deal more than the honoring

of one's debts and meeting obligations imposed by contract or by statute. Monetary profit is not the only thing that motivates men in business. Competitive factors are not the only elements which prevent us from following pricing policies based on "all the traffic can bear."

In truth, a myriad of things combine to prevent us from abusing the power which has been invested in us. Competition and the laws of the land are the most obvious "controls" on the businessman, but it is not because of them that he is a responsible human being. He owes his sense of responsibility to his conscience, a conscience which has been shaped by the simple, humane principles of the Judaeo-Christian faiths and by the disciplines of the American democratic tradition. Even though one would think this obvious, I think we would do well to emphasize it—to get it across to the public that a businessman does not leave the golden rule and his sense of fair play at home when he sets off for the office.

I am not trying to sell the idea that the American businessman is a saint, and I am not suggesting that we should try to get the public to think that he is. It would be enough if we could convince the public that the vast majority of us are responsible citizens and that the proportion of irresponsibles in business is extremely small—certainly no more, I should think, than obtains among any group.

I believe there is a certain urgency about this for the reason that in many industries the tendency toward "bigness" is bound to become increasingly apparent in the next few years. Something must be done to allay the fear with which the public may be expected to regard this development.

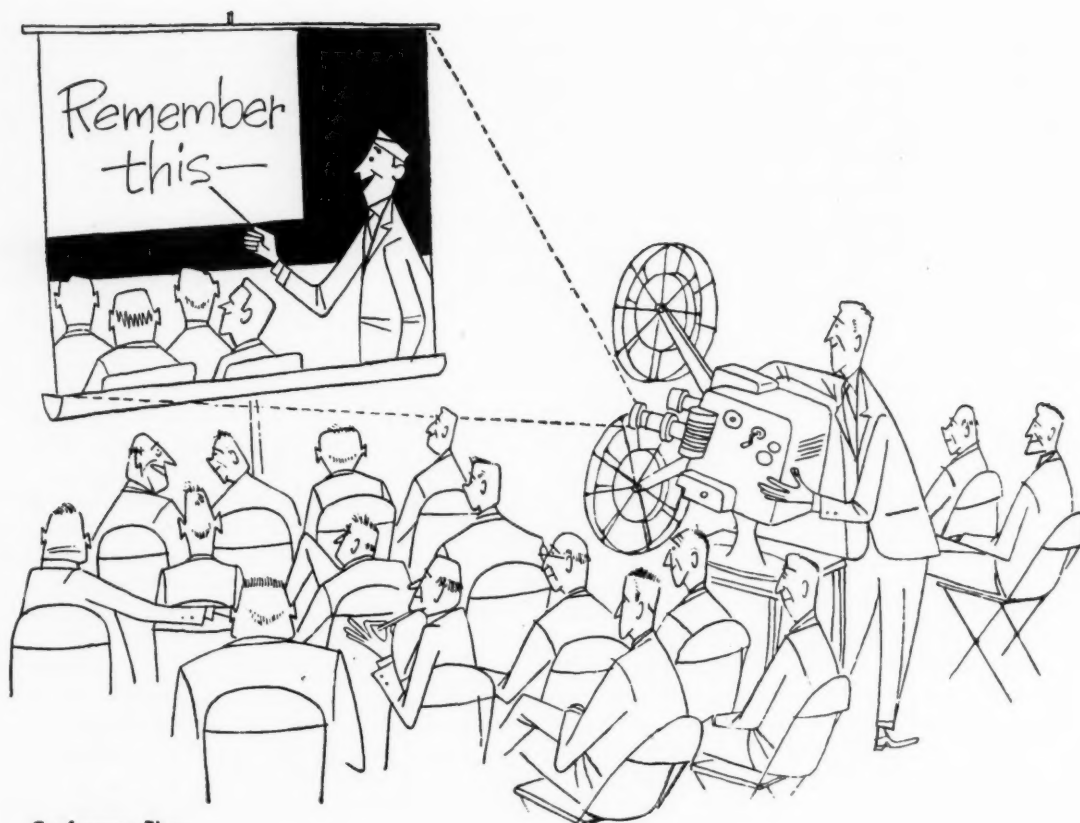
The obligations of business

Rising demand for an ever-higher standard of living, a rapidly increasing population, and, at the same time, an accelerating impoverishment of the world's natural resources, make it necessary that some big businesses get bigger if the job is to be done. The capital outlays required in order to keep pace with consumer demand will,

Continued on page 28



Mr. Jennings



Conference Plans
Motion Pictures
Meetings Packages
Television Commercials
Demonstration Devices
Screen Advertising
Skits
Animated Cartoons
Training Manuals
Slidefilms
Pictorial Booklets
Transparencies
Slides
Film Distribution
Turnover Charts
Meeting Guides
Tape Recordings
Disc Recordings
Promotion Pieces
Poster Charts
Banners
Training Devices
Quiz Materials
Speech Coaching
Pageants
Stage Presentations
Portable Stagettes
Meeting Equipment
Projection Service
Film Productions in Color
Field Surveys
Convention Services

TO HELP YOU

make lasting impressions

Low-budget movies can be just as successful for small companies as more elaborate productions are for larger organizations. Whether your group meetings are large or small, Jam Handy can help you get the results you want—at a saving in time and money for you.

Whatever your objectives in meetings may be, specialists are available with the knowledge and experience to help you make good your objectives. If you wish, Jam Handy One-Stop Service can handle every detail for you, under your supervision. Write or call the office nearest you for information about these skilled services for making *lasting impressions*.

The **JAM HANDY**
Organization

One-Stop Service

OFFICES

NEW YORK 19
1775 Broadway

HOLLYWOOD 29
1482 N. Ridgewood Pl.

DETROIT 11
2821 E. Grand Blvd.

DAYTON 2
310 Talbott Bldg.

CHICAGO 1
230 N. Michigan Ave.

Public Relations Is a Profit Tool

by GEORGE DICKSON SKINNER



Mr. Skinner

Most people are opposed to sin, if you ask them about it. In much the same way, many businessmen grant the importance of good public relations with no specific idea in mind. The expression means little more than a sort of corporate virtue.

It is too bad that we lack another word to stand for that ideal. As an ideal, it is sound and important—like, for example, the ideal of health for an individual. But the profession that deals with matters of health is called medicine, and that concerned with the ideal of justice is called law. In the realm of public relations, we use the same words both for the ideal and for the profession. The result often resembles the old Bible tale of the Tower of Babel.

PRSA study

The extent and character of the confusion was shown by the study completed in August, 1956 by the National Education Committee of the Public Relations Society of America. Among 92 colleges and universities already

teaching public relations courses, 83 said it would help in designing the curriculum to have information as to what public relations people do. One wrote, "Can you clarify, perhaps formulate, what public relations is?" Another, not yet giving a public relations course as such, wrote, "What is 'Public Relations'? Your professional aims are fine, but I'd feel on more secure ground if I had a real definition of what the field is. What do you feel is the best training?"

It may help to clear up the double meaning that clouds the term if we define public relations, not in any over-all or generic sense, but strictly as an occupation. From the point of view of the man working on the job, *public relations means making use of the knowledge of mass psychology and the techniques of communication to create attitudes and opinions that will help to produce profit for the client.*

The first reaction to that statement is probably a question: How can you relate such a definition to the basic ideal, that "corporate virtue" you were talking about? It was an early railroad tycoon who said, "The public be damned." He made many millions. Why should a corporation be concerned to be a good citizen—and pay money to be told how?

Essentially, a corporation wants good public relations for the same reason for which a man wants good health—namely, in order to stay alive. Once already a law has been passed which came to be known as the Death Sentence Act. It destroyed public utility organizations that represented bil-

lions of dollars. But the danger to the health and strength of business enterprise is not limited to the possibility of antagonistic legislation. It lurks in every little pocket of the public where distrust or fear of business can germinate. The first and most basic job of all corporate public relations work is to protect and promote our economic system. That is possible only as each unit of the system deserves the public respect and gets the respect it deserves.

E. J. Corio, vice president of Coca-Cola, was quoted recently (January 10, 1957) in the *New York World-Telegram and Sun* as saying, "A person or persons may decide to go into business, but the public decides whether or not a business stays in business. Public relations policy is a top management responsibility because public relations is a way of life. It is in the fundamental operating philosophy of the business and has for its objectives, the making of friends for business, product or service. It is in the price of the product, the type of ingredients used, the kind of advertising done, the way you train your people, and all the fundamentals of the business."

"A means of living"

Change the phrase "way of life" to "means of living" and you have merely moved from the area of fundamental operating philosophy to the area of objectives and results. For a corporation, *public relations is a means of living.*

Continued on page 16

GEORGE DICKSON SKINNER was first a lawyer and then a writer before he was a public relations man. He was graduated from Princeton in 1919 and from Columbia University Law School in 1922. He left a practice of law after two and a half years for writing and teaching. His published writings include fiction as well as articles. He joined the Public Relations Department of Albert Frank-Guenther Law, Inc. in 1940. Since 1942, he has been with N. W. Ayer & Son, Inc., where he is an account supervisor in the Public Relations Department.



the key to a current marketing problem:

In business, industry, science, government—the need is more and more for communicative people . . .

People with the dynamic quality for inspiring agreement and *action* in others.

And, more and more, astute advertisers are delving beyond mere circulation numbers or ratings to seek out this “communicative” quality among the audience they cultivate.

This is a major reason why advertisers invested more dollars in Newsweek during 1956 than ever before, and for Newsweek's rise to first

place among news magazines in number of advertising pages gained during the past year.

Newsweek's circulation, now over 1,050,000, is concentrated among communicative people who initiate agreement and action on issues—ideas—policies—possessions and purchases—whether it be in business, home, social life or community.

Newsweek exerts natural attraction for such people because its editorial function is the clear, accurate—and *objective*—presentation of the *significance* in the news.

ni·ca'tive**
Newsweek reader...



Newsweek...

the magazine for com·mu'ni·ca'tive people



Public Relations Is a Profit Tool

Continued from page 13

It is for that very practical reason that there has been so much ado about counseling status for public relations people. A good deal of the talk about "professional standing" for public relations has sounded to the rest of the world like pompous nonsense. The substance of the matter is simply that no technical skill can bring satisfactory results for a business where the basic policy is bad from a public relations point of view. A corporation which consistently operated without taking count of its legal liabilities would get into trouble from which it could not be extricated by any skill on the part of its lawyers. In exactly the same way, a corporation which fails to consider the public relations aspect of any proposed action will sooner or later build antagonisms that no publicity can lick.

It is normal practice in all fields to go to a professional man for advice within the scope of his special skill before you call on him to apply the skill. In public relations as well as in law, the failure to call first for the advice deserves the comment Napoleon made when an over-eager follower murdered one of his royalist enemies—it's worse than a crime; it's a mistake.

It's a mistake because no skill in promotion can long bring you profit from an enterprise that is being killed, however slowly, by hatred.

But it is essential that the basic importance of policy should not become so distorted by the double meaning of the term public relations that it obscures the necessity for the special knowledge and skills of the competent practitioner.

Policy is important

Policy is more important in public relations than publicity is, in the same sense in which a house is more important to a home than the furnishings

are. But with policy, as with the house, you have only a shelter and a beginning. The furnishings determine how prosperously you live.

Whatever your business, you're in it for the purpose of selling something, whether it be beer or religion, investment advice or the services of a charity. The only rational purpose for a sound public relations policy is to create a favorable climate for the sale of your product. The same knowledge and skills which can guide the formation of the policy and gain recognition for it are your most powerful selling tools. That is why product publicity and promotion are a major part of the public relations field.

Product publicity

There is significance in the fact that, of all the various specialties which are sometimes listed as being within the scope of public relations practice, it is product publicity which bears most directly on the ultimate purpose of a corporation's business. There are lawyers, including some on the faculties of law schools, whose knowledge of the law is profound, yet they are not as valuable to clients as others who are less scholarly. Their approach to legal matters is academic. Their knowledge is most useful in practice when it is put at the disposal of other lawyers who are first of all business men. In a somewhat similar way, the concept of public relations as a matter of management policy is most productive when it is related directly and constantly to the considerations which spring from the sales and profit objectives of product publicity and promotion.

The fact that this is the essential character of public relations is being recognized in the current discussions of the new idea of marketing which has been bringing about a realignment

in the organization of management in many companies. The November 23, 1956 issue of *Printers' Ink* had for its major feature a transcript of a round table discussion by six recognized authorities of "Marketing—New Harness for Management." One of the panel, John T. Morris, vice president and marketing director of F. & M. Schaefer Brewing Co., referred to advertising, selling, and public relations as "the marketing function."

Marketing concept

Professor Neil H. Borden of Harvard said, "Marketing is a responsibility that extends beyond sales. It entails co-operation and co-ordination with other parts of the organization, specifically production and finance. It means taking their viewpoint into consideration so as to produce the kind of sales volume and dynamics that will give the company the greatest net profit as well as the greatest potential growth."

Eugene Mapel, vice president of Barrington Associates, Inc., commented, "The marketing concept evolved out of the demands of the market place. . . . Companies started adopting the viewpoint that the consumers' opinion should be given more weight. . . . They said: 'We need an individual (whether it involves an organizational change or not) who can balance the consumers' desires with the company's profit objectives.'"

And John McLaughlin, director of advertising and sales for Kraft Foods Co., brought the reasoning directly to the public relations field. "There is another factor to be considered," he said, "and that is the preservation of the business. We have to preserve the operation of our company, not only to pay a profit but also to continue it as a community of individuals. It even-

Continued on page 27



FIT FOR A KING . . . But *Your* Caravans Do A Better Job!

Camel caravans still operate in certain parts of the globe (and for some pretty important consumers), but if *you* had to depend on this form of transportation, you'd have to give up most of the luxuries and some of the necessities you now take for granted . . . The high standard of living we enjoy in this country has resulted largely from our development of mass production methods in manufacturing and distribution. And these big-volume methods have been made possible by motor transport . . . The motor truck, with its speed and flexibility, has literally become a part of the assembly line — delivering raw materials and parts at one end and moving out finished products from the other. Because of trucks, plants and mills can be located anywhere there are roads — people can live and shop wherever they please . . . Your caravans — the 10 million trucks which serve America — haul more than 3 times the tons moved by all the other transport systems combined! And because of them your life is richer.



AMERICAN TRUCKING INDUSTRY

American Trucking Associations, Inc., Washington 6, D. C.

THE SHORTEST DISTANCE BETWEEN TWO POINTS IS A  LINE

SPONSORED SCHOOL MATERIALS ARE "COMING OF AGE"

Continued from page 9

taken by those who permit the sponsor to name the products he has to offer for sale, so long as there is no sales promotion that extols the merits of the product or urges the student to buy or try it."^{*}

"Liberal" position

A growing number of educators are taking this "liberal" position. They say that company names and brand names are now so obvious a feature of American life—in magazines and newspapers, on TV, on signboards, on equipment in the classroom itself—that it would be unrealistic to try to insulate pupils from contact with them.

In general, the rule on advertising (or more broadly, self-promotion) is flexible and relative. The less promotion content—the larger the number of schools that will welcome a sponsor's offerings. The more careful the sponsor is to use good taste, the more willing the schools will be to allow him some restrained self-promotion. And the better his school materials—the more interesting and valuable they are for teachers and pupils—the more likely teachers will be to use them in spite of some "minimum" promotion content.

For instance, one very popular booklet relates in detail how a sponsor contributed to the development of his industry, but the sponsor's role is incorporated as a natural, legitimate part of the history of that industry.

2. Avoid Unfair Slanting or Bias. In many school systems (with some noisily vocal exceptions) teachers are being encouraged to deal with timely controversial issues and they welcome free aids that discuss problems—honestly and straightforwardly. Good materials issued by advocates of "causes," backers of new legislation,

^{*}"Choosing Free Materials for Use in the Schools"

labor unions or similar groups have steady though limited appeal, usually in economics or civic studies.

What really irritates teachers is the biased offering that tries to conceal its bias. They are taught to watch for characteristics such as "convictions presented as facts" and "one point of view stressed in an obviously two-sided issue."

Today's pupils, too, get instruction in critical thinking and the analysis of "persuasion materials," so biased booklets are often used in a way their sponsors would not relish—as object lessons for spotting slant or "propaganda."

3. Plan Materials to Fit the Curriculum. Each classroom has definite things to learn and teachers want aids that will help them in covering this classwork. Although school systems across the country differ somewhat in how and when they take up specific subjects, the curriculum does show certain nationwide trends. Sponsors who understand these trends can usually angle their story to fit one or more very popular subjects or units of study in the curriculum, in a way that will have wide use in the schools and specific PR returns for them.

Science offers opportunity

Science offers one of the best opportunities today, for several reasons. New developments are coming so rapidly that the latest textbooks are soon out-of-date. Science is a subject that reaches virtually all pupils; even elementary teachers are increasingly covering many science topics. In the present campaign to encourage careers in science and engineering, a sponsor could make a real contribution with a booklet telling some of the important and exciting work that science-trained men and women are doing in

his company and industry.

Social Studies is a flexible field that is handled in various ways. But somewhere along the line and usually in more than one grade, pupils are almost sure to encounter such units of study as housing, transportation, food, clothing, natural resources and communications. "Community Study" (the pupil's home town) is extremely popular now and gives an excellent chance for a tie-in with a company's community relations program.

Homemaking courses are increasingly being set up for boys as well as girls. Cooking classes have long been a target for companies selling food products, but now the field has expanded to touch on everything from personal grooming and child care to wise buying, writing checks and making out the income tax.

Economics emphasized

Economics is getting growing emphasis. Sometimes it is taught as a separate course; often economics topics are brought into civics, consumer education, business education and other courses. *Mathematics* aids are in demand, and the curriculum has many other possibilities for the sponsor who fits his story to its needs.

4. Keep Materials Easy to Read.

This includes: short sentences and the other items of readability formulae, a very simple, easy-to-follow organization of the text, the explaining of all baffling concepts. Plenty of explanatory pictures, good type and open layout all help.

Although teachers are often pleased to get annual reports, company histories and other adult booklets, these are chiefly kept in a classroom library for reference or use by pupils doing special assignments. The sponsor who wants to reach all pupils will supply

his booklet in classroom quantities so they can read and discuss it together.

Sometimes one "easy" booklet can be spread over a surprisingly wide range of grades. For example a Firestone booklet on rubber was used from the 12th grade to the fifth and even in some fourth grades. Its readability level checked between the fifth and sixth grades, yet 12th grade science teachers who answered a questionnaire on its use said its level was "about right." Younger children easily read chapters on the use, history and growing of rubber, and skipped over the chapter on synthetic rubber chemistry; high school seniors could enjoy the whole booklet because it had no "cute" or childish touches to antagonize them.

Booklet usable

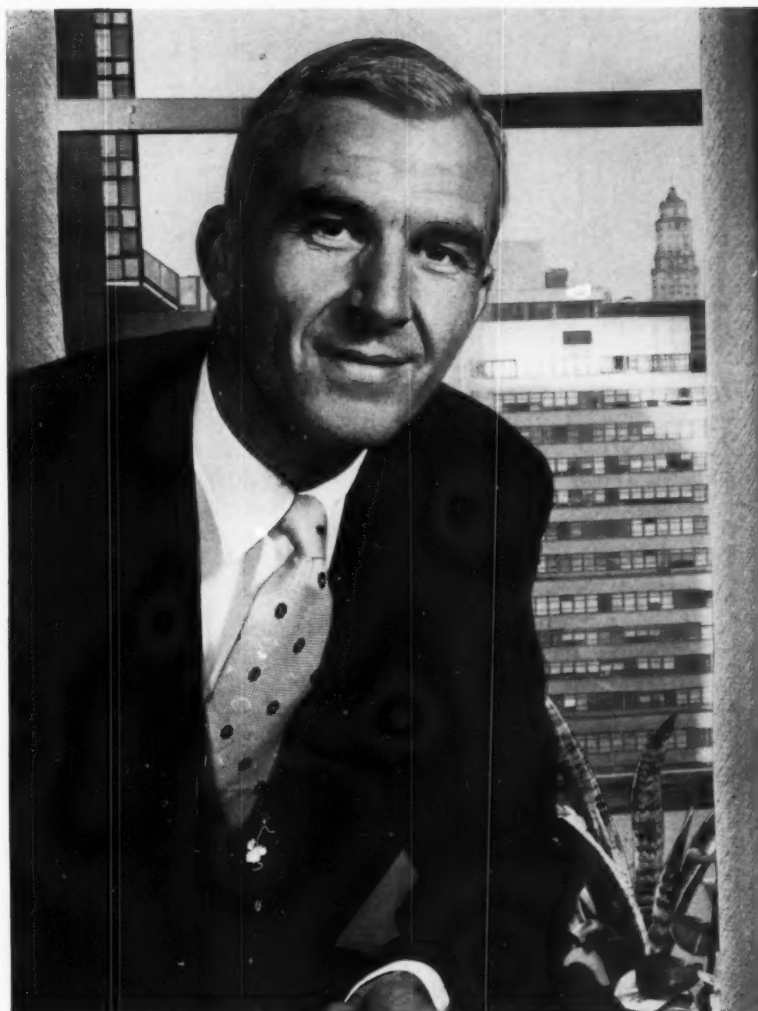
One reason the rubber booklet was usable in so many grades was that it followed another rule for sponsored aids:

5. Make Them Interesting. Liberal use of narrative and conversation make the text livelier. Children are far more willing to tackle a booklet above their usual reading level when it's a "story" that interests them.

Some of the most conscientious of sponsors slip up on this rule. Their offerings are attractive and as pedagogically correct as textbooks—but they are also as dull as most textbooks. Publishers today are trying to enliven schoolbooks because research shows that interesting texts are far more teachable; sponsors will be wise to follow the same practice especially since there is growing competition in free aids.

The sponsor who makes a school booklet interesting and attractive can often get an extra dividend from it—he can distribute it very successfully to employees, customers, stockholders and other adult publics. The school label on the booklet will not stop adults from enjoying it; in some cases it even helps. Many an adult will be glad to read a simplified explanation of a complex subject and he can keep his ego intact by thinking, "Of course this is really too easy for me. It's meant for the kids."

Adults like narrative, too; articles in popular magazines are full of it.



"In all the years we've dealt with Pandick Press—whether for legal, financial or corporate printing; in black and white or color; in large or small amounts—they've always given us high quality printing and fast, dependable service."



Pandick Press, Inc.

Established 1923

Annual Reports • Brochures • Prospectuses • Registration Statements • Dividend Enclosures
Cases & Briefs • Leaflets • Price Lists • Catalogues • Direct Mail Literature

LEADERS IN FINANCIAL PRINTING SINCE 1923

22 THAMES ST., NEW YORK
WOrth 4-2900 NY 1-3167
71 CLINTON ST., NEWARK, N. J.
MArket 3-4994

And they are interested in new scientific discoveries, housing developments, investment plans—many other topics covered in the modern curriculum.

"The Story of Steam"

A good example of how a sponsored school booklet can be a very versatile PR tool is *The Story of Steam*, produced by the Babcock &

Wilcox Company, makers of industrial boilers. The company's public relations director was not interested in pupils as future boiler-buyers; he did want to promote good will, understanding and pride in the company in the various plant towns. The booklet was warmly welcomed in the schools and by pupils' parents and other citi-

Continued on page 23

Yardsticks for Public Relations

Continued from page 6

These advertising yardsticks make it possible for that business to face the challenges to its existence squarely. These yardsticks do two things—first, they indicate that advertising people are at least *trying* to measure their output and, second, they offer something which enables others to report up the line that advertising is doing its job.

On the other hand, public relations people have defaulted so completely in this yardstick department that, for example, on the annual reports on which we work so hard and so long, we've let Weston Smith and his *Financial World* take over the matter of evaluation. Don't get me wrong; I think Wes and his group are doing an excellent job. But isn't it odd that an "outside" financial publication, naturally interested in circulation and ad-

vertising, is the one which is providing our yardstick for annual reports? It isn't *Advertising Age* or *Printers' Ink* or *Tide* that checks the effectiveness or impact of ads—this is a professional function handled by professionally accepted and recognized organizations like Starch or Hooper or Nielsen.

The net result, when management is asked to approve an increased advertising budget, is likely to be: "Let's give the advertising people what they want—their surveys and studies indicate that they're on the right track."

But what happens to a public relations department or counseling firm's request for an increased budget? In many cases: "Why should we give them more money?"

Creativity cannot be measured

Public relations men will seek to explain away the lack of yardsticks on the ground that creativity and imagination just cannot be measured. They will insist that you can spend more time evaluating what's being done than in doing the job; that evaluation costs too much money; that it provides no qualitative clues. Others will argue that you must first set realistic goals and then devote all your energies toward trying to attain them; that you can't evaluate *before* the fact, and that evaluating *after* is meaningless.

Of course, all these views have some basis in fact, but they fail to realize that there is only one basic goal for successful business: making money. It is a goal to the achievement of which we must contribute in a measurable way if public relations is to survive as a separate function in industry. To prove its contribution's magnitude, public relations must have a measuring stick.

Let me cite two horrible examples of the kind of things that have been

happening—and may happen to you—unless and until our field becomes much more yardstick-minded than it now is:

(1) For the past twenty years Joe, a dedicated, earnest, competent public relations man, has been devoting his entire life to helping Mr. Jones, living with him through every problem that comes up. Joe helps determine company policy (nobody admits this out loud). He advises everyone on request in private conferences discreetly distant from the seat of the power. He writes speeches. He is in the middle of all kinds of company problems—production, sales, advertising, dealer relations. He helps the company zoom from an insignificant spot in the industry to top place in its field. Mr. Jones is grateful (quietly), but even he has to retire some day. A new president is brought in and gets around—after handling the "important" matters—to seeing Joe. He has one question for our hero: "What have you been doing around here for the last twenty years, and how can you prove it?" Result: Joe is looking for a job. To all intents and purposes, twenty years of his life have gone down the drain.

Unusual film

(2) This public relations director sold his boss on a really unusual company film. It didn't show the founder's whiskers once. The president didn't emote earnestly at his desk in a single shot. Instead, it dealt with an interesting project in an interesting manner. It appeared to have been extremely well received. But, the boss took an important government post shortly after the film was completed and our public relations director is now in the position of having to justify a \$100,000 investment in an institutional film project to a new manage-

Harshe-Rotman, Inc.
Public Relations • Publicity



CHICAGO
NEW YORK
ROCHESTER, N. Y.
LOS ANGELES

FOUNDED 1931

8 S. DEARBORN 57, CHICAGO 3

The ONLY Clipping Bureau reading over 3,500 trade and class publications, as well as every English language daily and 80% of the weekly field.

LUCE PRESS CLIPPING BUREAU

157 Chambers St., NYC 7—BArcley 7-2096
406 West 34th Street
Kansas City 11, Mo.

715 Harrison Street
Topeka, Kansas

Write or Phone for Details

ment group, which wants to know only how many tons of widgets this film has sold. Results: Our friend is having a bad time.

The trouble in each instance—and the list can be easily expanded—was the absence of yardsticks to measure achievement in a way that is understandable by “average” business management.

Economy becomes more complex

As our business economy becomes more and more complex, and business more and more yardstick minded, the kind of corporate hand holding and counseling of the past several decades may go by the board. Our elder statesmen will retire from the scene with grace and dignity, but what about the younger group of people coming up? On their behalf, I submit that the profession owes it to itself to come up with yardsticks for measuring the value and effectiveness of *all* that they do.

When Jim Armsey, then with New York University and now with the Ford Foundation, was setting up the program for the PRSA convention in Milwaukee last November, he asked me to act as chairman for a clinic-workshop session themed around “Publications as a PR Tool.”

While the printed publication undoubtedly has its place in an over-all communications methodology, I’m afraid that the vast deluge of printed matter emanating in the name of public relations sometimes makes me agree with the public relations man who recently put his view of them in something like this gentle indictment:

“I have often thought that one way of describing a booklet is to call it a device that a public relations man uses when he can’t think of anything better.”

Someone once said a booklet is a good way to let the boss read just exactly what he wants to read. When one booklet doesn’t quite get across, there are house organs, internal and external publications, brochures, guest booklets, sales aids, etc., turned out by industry’s “pr men” in a never-ending stream.

So, when I was introduced to this in-

Continued on page 24

A FEW NOTES ABOUT CARL BYOIR



When the social historians of another time write their stories about the 1930’s, the ’40s and ’50s, one of the people they will have to classify is Carl Byoir. They may have some difficulty in doing so, for the Carl Byoir who died in New York Hospital on February 3, 1957, at the age of 68, was in some ways a group of personalities.

Somerset Maugham, I think, once described a character as the kind of person who, if he walked into an empty room and you followed him, you would find nobody there. This could never have been said of Carl Byoir. He was always “there” in a very real sense, whatever he was up to, and, of course, he was always up to a great many things.

When human beings are active in public affairs, including business affairs, their activities are likely to create reactions. This was true of Byoir. There were people who loved and revered him; there were others who took the opposite position. But perhaps the important fact is that nobody who knew him was indifferent.

The formal obituaries about Byoir were all in the classical pattern. They complied with the compulsions of the who-how-what-when-where formula. Had Carl been writing his own obituary, he quite probably would have followed the same formula himself; he knew the disciplines.

But no one who knew Byoir, or had even met him, could be quite satisfied with these tired facts about what he did in such and such a year, and what he did then, and what he did then. The life of Carl Byoir was not a matter of time-tables. The heart of the matter is that he was an alive human being, vibrant, driving, imaginative. This is why, since he applied his later talents to public relations, he made an enormous impact on the field.

It is characteristic of the man that, some years before he died, he realized that he could no longer be a one-man show. Accordingly, he turned over the command to other hands, so that the organization he had founded might continue without interruption.

People will remember Carl Byoir for a long time. He was important. The historians will have to deal with him.

— S.E.F.

Classified Advertising

When answering advertisements, please address as follows: Box number, **PUBLIC RELATIONS JOURNAL**, 2 West 46th Street, New York 36, N. Y. **RATES:** "Position Wanted" \$1.00 per line, 5-line minimum; "Help Wanted" \$2.00 per line, 5-line minimum. Payable in advance.

Positions Wanted

Experienced PR man, with proven ability to create and carry out public relations projects and programs. Familiar with all phases of public and employee communications, including sales promotion and institutional advertising, particularly in hard-goods field. Solid newspaper, trade publication, editorial and reportorial background. Will relocate. BOX AC-4.

Help Wanted

Excellent writer with newspaper experience for public relations staff of known, multi-plant company. College education, organizational ability, good judgment, tact, accuracy, willingness to assume responsibility, good appearance necessary. Public relations experience helpful but not essential, under 35. Submit resumé, work samples and state approximate salary desired to BOX HC-4.

The Mentally Ill Can Come Back



Help Them...

Mental Health Week
APRIL 28-MAY 4

FPR—Management's New Responsibility

Continued from page 3

Who comprises this special audience?

In the foreground, of course, are the owners—the boss men, or existing shareholders.

Much already is being done in this field. The old attitude that operating results and financial position are none of the shareholder's business, so long as he is paid dividends, has virtually disappeared. Most companies now issue modern, attractive annual reports; but, whenever a poor year comes along, many managements still refuse to tell their shareholders the real reasons; many supplement annual reports with interim reports, dividend enclosures and other information of interest. New shareholders are welcomed and their questions are invited.

A few companies have spent research money to determine shareholders' preferences, and are tailoring their communications to meet the owners' specifications. But shareholder communication is only the beginning. Management should look at the forest instead of the trees! It should examine the broad panorama of the whole financial community, rather than just the foreground.

What kind of people make up the financial community?

They are the 30,000 men and women who invest money for others. They are to be found on the staffs of stock brokers, investment advisers, bank trust departments and institutional investors (mutual funds, investment trusts, insurance companies, foundations, pension funds and union welfare funds).

Analysts and advisers

At the core of this group of professionals are five or six thousand security analysts and investment advisers. They may be found in all the important investment centers *but* almost half of them work in New York City.

These security analysts and investment advisers are investment sophisticates, whose trained and skeptical minds demand — and deserve — full and accurate information. They are multipliers of investment opinion. *One* alert security analyst can generate interest in a company among hundreds of potential shareholders. Their panorama of interest is several thousand corporate stocks and bonds. On their judgment and say-so are based most investment programs.

So, if management wants its company story to penetrate the nationwide financial audience, it must recognize that the security analyst is of central significance. It pays to think and talk his language!

Rapid advancement

Financial Public Relations has advanced rapidly since it was pioneered by the telephone, electric and gas utilities. The trend has accelerated since World War II.

Today, some great corporations have their own special departments for the job. Many others—large as well as *moderate*-sized and even small companies—are actively engaged in FPR usually with the help of independent counsel.

An FPR story must be honest and frank. It must deal with all the factors, negative as well as positive. Management must be willing to tell the negative side of the story as it occurs. Doing so builds a reputation for integrity.

Remember, financial opinion leaders are knowledgeable, sophisticated and skeptical. They can, by digging, find out the real truth about a company and, accordingly, judge management's honesty and frankness. It stands to reason that they must trust management, if they are going to put other people's money into its securities.

An FPR story directed to financial audiences should be factual. Most fi-

nancial opinion leaders like to take the facts and draw their own conclusions. Anything that hints of "promotion" or "stock touting" is looked upon with suspicion.

Story should be brief

An FPR story should be brief. Most analysts these days have much more literature crossing their desks than they can possibly read. To gain their attention, a story should be short and to the point. Those stories which necessarily must be longer should be summarized in the introduction.

An FPR story should reach the financial opinion leaders promptly. News that is several days or a week late often is useless to the analyst; either it is "old hat," or he feels he has "missed his market."

SUMMARY:

- (1) FPR is unquestionably increasing its specialty role in corporate thinking.
- (2) An FPR program is essential if a company is to compete for fair and favorable investor recognition.
- (3) FPR requires special skills and, in particular, the big plus factor of related experience.
- (4) FPR succeeds best when conducted by people who know their way around the financial community. People who are trusted by financial opinion leaders—people who think and talk the language of investors.
- (5) FPR properly pursued by skilled personnel and consistently supported by top company executives, will unquestionably benefit both management and shareholders.
- (6) FPR can build an inventory of potential new shareholders — buyers to offset sellers.
- (7) An FPR program can also generate fringe benefits. Experience has shown that it assists in the sale of the company's products—particularly of consumer goods.

The influence of financial people pervades the whole realm of trade and industry. The time for conducting an FPR program is before—not after—it is needed.

School Materials

Continued from page 19

zens; when it was distributed to employees, many asked for a second copy "to show my friends what I do down at the plant."

But *Steam* had been planned with still another public in mind, the electric light and power companies that were the company's biggest customers. One chapter related how Edison developed the first central power station; the text touched incidentally on how private companies by heavy investment, risk-taking and enterprise had through the years produced electricity more and more efficiently and thus lowered its cost to consumers. The booklet told how steam is made in a giant power plant boiler; the teacher's manual suggested field trips to the local power station.

The sales department offered its big customers quantity copies if the latter cared to approach their local school authorities, collect definite orders and handle distribution. The utilities found the schools so receptive that one company ordered 34,320 copies and 1,285 teacher's manuals. Another utility requested additional copies for all its employees.

Unsolicited requests are now coming in from teachers who have heard about the booklet from friends or at workshop sessions. Just how wide will be its final distribution has not yet been decided, but the chances are good that *Steam* will reach at least one more major public, the stockholders, together with a report on how their company has served the schools.

Propaganda

"The antiquity of the practice of propaganda, as distinguished from its name, is apparent from the fact that much classical Greek and Roman literature is the more or less accidental residue of propaganda. The walls of Pompeii were found to be covered with election appeals."

—Harold D. Lasswell, in the "Encyclopedia of the Social Sciences"; article on "Propaganda."

Main line
to
Editors

feature

SEND FOR a copy of **FEATURE** — America's only publicity medium. It reaches leading U.S. editors with your publicity features.

CENTRAL FEATURE-NEWS INC.
1475 Broadway, New York 36, New York
LO. 4-3123

Get Your **FREE**
Copy of
"HOW BUSINESS
USES CLIPPINGS"

find out how a
clipping bureau
can benefit you

Here is the story on Bacon's Clipping Bureau. A complete picture of how advertising managers, agencies, publicity men, public relations firms, and other business people utilize magazine clippings. Keeping up on competitor's advertising themes, new products, publicity methods; checking your own publicity placement; carrying on research projects—these are only a few of the jobs we make possible for over 1000 clients. Send for your copy, see what Bacon can do for you.

BACON'S NEW 1957 PUBLICITY CHECKER

3356 complete listings for business, farms and consumer magazines. Editor-coded. Sturdy, spiral-bound fabricoid. 6½" x 9½". 288 pp. PRICE \$15.00.

BACON'S Publicity Handbook

Complete text on effective publicity handling. Documented, illustrated, case histories. \$2.00—128 pp.

EITHER OR BOTH SENT ON APPROVAL

BACON'S CLIPPING BUREAU
343 So. Dearborn St., Chicago 4, Illinois

Yardsticks for Public Relations

Continued from page 21

triguing subject, my first thought was, "Let's find out how much is *known* about how effective a tool printed publications have proven themselves. At least some of the companies spending hundreds of thousands of dollars on printed publications must have yardsticks for measuring their impact and effectiveness."

Questionnaire sent

A letter and questionnaire was sent to some 150 top names selected from the PRSA REGISTER, asking just what yardsticks were in use. The replies were a revelation. Any suspicion that public relations people were underpaid and overworked was confirmed—as booklets of all sorts and descriptions in every conceivable format cascaded into our offices. But simultaneously, it became painfully obvious that com-

paratively few had the vaguest notion of the impact or effectiveness of the words in question. Millions for printing, but not a penny for evaluation! And this despite the fact that an undercurrent of worry ("I wish I knew if anybody was really being affected by this . . .") ran through the replies.

From the biggest companies in the country came confirmation of this sad state of affairs. From time to time, some company would call in a research organization to check because of some specific situation or problem; some research-minded trade associations were doing outstanding individual jobs. But by and large, there was not the slightest doubt that publication after publication was coming off the printing presses, using up huge quantities of ink and paper and effort, without provision for evaluating its effec-

tiveness and the scope of impact by a tested method of evaluation.

For the most part, on their merits the publications *should* have been read. They took cognizance of Rudolph Flesch and his suggestions for clear and simple writing. Many hit unusual themes and treated them with intelligence and wit. Some of the writing was superb; most was at least good. The photographs, charts and other illustrations were intriguing. It would seem that many of industry's publications could not help but do their job—but their creators admitted, no one could *prove* anything.

Transmission was clear, but reception was the great unknown. As one of our panelists—David Mayer of Market Psychology, Inc.—put it, industry's use of printed publications is like Longfellow's poem: "I shot an arrow

Should We "Engineer" People's Minds? — *Continued*

to "pass" prefabricated resolutions, subsidize public men of note so that they will say the right things, and, in general, engage in what have been called "manipulative" practices? What shall we say then? Does this kind of hugger-mugger equate with the "process of persuasion?" If it does, do we want to have anything to do with it?

Does it serve the public interest for, say, a well-connected lobbyist to get his carefully prepared resolution adopted by a civic group which, left alone, would have taken no action at all? Is the lobbyist in this case merely helping the civic group to become articulate about its views, or is he really exploiting the group's members?

It is possible that competent public relations people can work effectively and openly and even aggressively to communicate with society, to get facts before the

citizenry, to urge people to take action or hold opinions—and to do all this *without* getting involved in questionable practices. It is possible for the public relations man to serve either as a mentor or as an advocate, and to do so with honor, so long as he obeys reasonable rules of good conduct.

But it is suggested here that the public relations man who tries to "create" attitudes or to "engineer" people's minds is likely to find himself forgetful of the public interest and very close to the brink of cynicism. Giving people information and hoping that they will side with us is one thing; trying to fool them into siding with us is quite another.

(EDITOR'S NOTE: The problem dealt with here is an ethical problem, and certainly a complex one. The thesis put forth is perhaps debatable. The *Journal* will be glad to publish commentaries, of reasonable length, on any side of the question.)

into the air, It fell to earth, I know not where."

For ratings, Mr. Mayer suggested that public relations men are prone to substitute such approaches as "salaam the boss," "clip the clippings," "seat-of-pants intuition," and "bad pseudo-polling."

Publications as a tool

What is true of publications, it becomes increasingly clear, is symptomatic of other tools and efforts.

That publications as a communications tool need constant and individual evaluation was amply attested to by the questionnaires distributed in advance of the PRSA Convention and by the testimony of the several competent panelists who reviewed this subject during the sessions of the Convention.

But the writing and production and distribution of printed publications is only one—and in the larger sense—a relatively minor collateral function of public relations. Obviously we should set up yardsticks to check the effectiveness and impact of *all* that we do, not just publications.

Yardsticks must be held up to films, speeches, news releases, press conferences, annual reports, quarterly reports, post-meeting reports, correspondence, direct mail, bulletin boards, house organs, displays, exhibits, calendars, radio releases, television films, comic books, speakers' bureaus, clip sheets, posters, film strips, slide talks, easels, association relationships, telephone contact, public address systems, "word-of-mouth" publicity, magazine articles, photographs—in short, to the entire ever-widening gamut of written, printed, oral, audial, visual media with which public relations practitioners deal.

Yardsticks should be held up, too, against the impact or effectiveness of counsel that on occasion prevents these media from being used, that advises a policy of silence instead of sounding off prematurely, that emphasizes timing rather than action for the sake of action alone.

A yardstick for every method?

Am I suggesting the setting up of yardsticks for each and every one of

these widely differing public relations methods?

I certainly am.

How can we go about setting up yardsticks for each of the public relations methods and tools now in use?

I think it can be done within a relatively short space of time, at no great expenditure of our resources as a profession, and with immeasurable benefit to all.

First, I suggest that we make PRSA the "tool" with which to do the job.

A master plan can be laid out—setting forth every element in communications and every grouping of audience toward which those elements are directed in the conduct of a given public relations function—whether business, education, political or religious.

To spread the undertaking over the widest area of cooperation, the job of conducting necessary research into *methods* of evaluating each of the audience groups could then be "farmed out" among the 31 local chapters of PRSA.

Chapters could collaborate

In conducting this particular area of research, each chapter could collaborate with the colleges and universities within its area, the members of the chapter underwriting the necessary expense of helping to set up the yardstick or yardsticks assigned to the chapter.

For example, if the Los Angeles chapter were assigned the task of setting up yardsticks on the use of films, it might approach the psychology department of U.C.L.A. and arrange to underwrite a project to assemble in one place whatever research has been done on checking the effectiveness and impact of films and to devise yardsticks by which anyone who has a film or films can arrange to have the effectiveness and impact of that film or films checked.

Similarly, the Detroit chapter might work with the University of Michigan on group meetings; the Memphis chapter with Vanderbilt University on industrial exhibits; the New York chapter with New York University on stockholder relations and corporate annual meetings; the Washington (D. C.) chapter with American Uni-

Continued on page 28

UNUSUAL — EFFECTIVE EXCLUSIVE

The Let's Have Better Mottos Association direct mail campaign does an outstanding public relations — advertising — sales job. Write for details.

Fred Gymer — 2123 E. 9th St.
Cleveland 15

GELLENDRE AND BOWDITCH, INC.

222 East 46th St., New York 17, N. Y., MU 2-2363

Producers of Special Events

Planning and Staging

The TENTH NATIONAL PRSA CONFERENCE

Herbert V. Gellendré Edwin L. Neville
Woodrow G. Gatehouse

"You get better local or national press clipping service by using a bureau with just one office—where there is no delay instructing those who do the clipping."

Burrelle's
PRESS CLIPPING
BUREAU

Est. 1888

Telephone
BA 7-5371

165 Church Street, New York 7, N. Y.



**E-Z STICK-ON
Identification
BADGES**

**FOR CONVENTIONS
AND MEETINGS**

Sticks easily to any garment, without harm. No pins. Printed in any color with emblem or trade mark.

Does away with old-style celluloid holders, pins and buttons. Goes on easy . . . comes off easy. Many styles, uses, high in praise. Used at Sales Meetings, conventions, picnics, PR Convention, many corporations, clubs, schools, etc. You will love this name plate badge. Send today for

FREE SAMPLES

JACK-BILT CORPORATION

FRANK D. JACKSON, President

906 Central St. • Kansas City 6, Mo.



VAZ DIAS INTERNATIONAL, INC.

World-Wide Press Relations
Export Promotion
"News since 1904"

European Headquarters:
AMSTERDAM, HOLLAND
NEW YORK: 157 Chambers St. DI 9-2287

The Gold Toothpick

Continued

their accounts was likely to be predicated on the kind of results they could show from publicity activities.

It is a tragedy of narcissism, like a youth starving himself before a mirror, remarking—in a steadily weaker voice—on his refined appearance. He can smell the food cooking in the Publicity Dog Wagon on the corner, but he reminds himself that it is common fare for common people, and eating does make one gross.

If it were possible to put together the toothpick allegory and the groppings of professionalism, then one might

draw one more parallel. For the sake of the toothpick, let's make it dentistry, a profession whose members are excessively concerned because it seems to them they rank somewhat lower in the prestige batting order than medical doctors.

Cosmic dentistry

Now, let us suppose that dentists considered the apex of dental skill to be cosmetic dentistry—the replacement or capping of inferior teeth with glistening white ones. How the smiles of the new patients reinforce this feeling! How reassuring to feel that personalities have been changed, girls made beautiful, men made handsome. Jobs saved and improved. Psyches unwarped. And so on.

All well and good. But if the dentists were to carry this viewpoint to the degree that they looked down on

the poor dentist who only pulled teeth and drilled and filled cavities, built bridgework and X-rayed and cleaned teeth, it would be sad. "Just a drill and jerk man," they might say, pityingly, or "drilling and filling is just one of the tools of dentistry."

As said before, this would be sad. Sad for the public, certainly, and ultimately sad for the dentists.

It would be a good thing for the young profession of public relations if it got rid of the Gold Toothpick concept quickly, and gently eased away from those practitioners who insist upon its validity. Because American business is tough and the competition is real, and what was a gravy train for a few years has a habit of turning into a bumpy ride over a rough roadbed, and when that happens luxuries get short shrift. And the Gold Toothpicks will be the first to go.

PRSA's New Members

ACTIVE MEMBERSHIP

HARRY G. CLARK, Account Executive, The Cain Organization, Inc., 3906 Lemmon Avenue, Dallas 19, Texas.

CHRISTOPHER L. DVARECKA, Public Information Officer, Springfield Armory, Federal Square, Springfield 1, Massachusetts.

MURRAY S. FLANDER, Accounts Supervisor, Harshe-Rotman, Inc., 8 South Dearborn Street, Chicago 3, Illinois.

ALFRED A. GENTILCORE, President, Medical and Science Communications Associates, Inc., 130 East 59th Street, New York 22, N. Y.

JOHN A. GILLESPIE, Public Relations Adviser, Central Marketing Region, Socony Mobil Oil Company, Inc., 59 East Van Buren Street, Chicago 5, Illinois.

EDWARD W. GOSHORN, Publicity Representative, Carrier Corporation, 10838 North Central Expressway, Dallas, Texas.

DAVID J. HEFFERNAN, Assistant to General Superintendent, Public Relations, Chicago Board of Education, 228 North La Salle Street, Chicago 1, Illinois.

WALTER M. HENSHEL, Vice President of Public Relations, Braniff Airways, Love Field, Dallas, Texas.

WALTER B. HOOVER, Director, Publicity Department, Chamber of Commerce of the New Orleans Area, 315 Camp Street (P. O. Box 1460), New Orleans 5, Louisiana.

LEONARD JACOB, II, Vice President, International Telephone and Telegraph Corporation, 67 Broad Street, New York 4, N. Y.

BERNARD G. KRANOWITZ, Executive Vice President, New Britain Chamber of Commerce, 24 Washington Street, New Britain, Connecticut.

CHAUNCEY W. LEVER, Director of Public Relations, Abney Mills-Erwin Mills, Anderson, South Carolina.

JACK R. MORRIS, Vice President, Public Relations Division, Republic National Life Insurance Company, 3988 North Central Expressway, Dallas, Texas.

NORMAN PAIGE, Assistant Public Relations Director, Zenith Radio Corporation, 6001 West Dickens Avenue, Chicago 39, Illinois.

DWIGHT H. PLACKARD, President, Metro Associates, Inc., 1210 Old Gate Lane, Dallas 18, Texas.

HELEN JONES REA, Director of Public Relations, Swan Cleaners, 22 East Main Street, Columbus 15, Ohio.

LARRY RHODES, Public Service Director, WBNS-TV, 495 Olentangy River Road, Columbus 8, Ohio.

ROBERT N. SCHWARTZ, Vice President, Medical and Science Communications Associates, Inc., 130 East 59th Street, New York 22, N. Y.

ROBERT T. SCOTT, Director of Public Relations, Hanson & Shea, Inc., One Gateway Center, Pittsburgh 22, Pennsylvania.

SAMUEL SHANE, Public Relations Director, St. Regis Paper Company, 150 East 42nd Street, New York 17, N. Y.

JAMES B. SINNOTT, III, Public Information Officer, Federal Survival Project Plan-Civil Defense, City Hall, St. Charles Street, New Orleans, Louisiana.

HAROLD D. STEWARD, Lt. Colonel, GS, U.S.A., Chief, Community Relations Branch, Office of the Chief of Information, Department of the Army, Room 2E-631A, The Pentagon, Washington 25, D. C.

(MRS.) BENNIE SWENSON, Account Executive, The Cain Organization, Inc., 3906 Lemmon Avenue, Dallas 19, Texas.

ALBERT N. WILLIAMS, Executive Director, Associated College of Illinois, Inc., 220 North Michigan Avenue, Chicago 4, Illinois.

ASSOCIATE MEMBERSHIP

DOUGLAS M. BERWICK, Director of Public Relations, Harry M. Miller, Inc., 595 East Broad Street, Columbus 15, Ohio.

GERARD D. LE DONNE, Group Account Supervisor, Barkin, Herman & Associates, 735 North Water Street, Milwaukee 2, Wisconsin.

ROBERT W. MILLER, Secretary-Treasurer (primarily consultant activities), Public Relations Research Associates, Inc., Dupont Circle Building, Washington 6, D. C.

MAC ROY RASOR, Public Relations Consultant, The Mac Roy Rasors, 606 Fairfield Lane, Austin 5, Texas.

REED ROBERT WILSON, Supervisor of Public Service, Columbus and Southern Ohio Electric Company, 215 North Front Street, Columbus 15, Ohio.

ASSOCIATE TO ACTIVE MEMBERS

WILLIAM T. BOSTELMAN, Executive Vice President, Bernard Relin and Associates, Inc., 654 Madison Avenue, New York 21, N. Y.

Public Relations Is A Profit Tool

Continued

usually comes back to the financial aspects, because only through business success can you contribute to a business community."

Describing the organization of product marketing teams in his own company, he said, "They have available to help them the services of a staff of specialists—the director of consumer service, the director of operations, the market-research manager, the sales-promotion manager, the *director of public relations*, the merchandising manager . . ."

Adjustment period

There is much evidence that business is going through a major period of adjustment in which all parts and departments are being regrouped and reorganized for the purpose of fitting every activity in the most efficient way into the over-all objectives of each enterprise. It is a movement dictated by heightened competition and narrowing profit margins. It is influenced also by the fact that growth in size means growth in social responsibility. The obligation for business success is greater because failure would mean disaster for more people. At the same time, the larger and more complex a business the greater the damage that can be caused by error or weakness in any part and the more essential it is that every part be perfectly adjusted to the ultimate profit objective.

Under these circumstances, it is especially gratifying to find that public relations is recognized as an indispensable part of the profit picture. It is also more important than ever that public relations planning and practice and talk should be addressed to the profit objective.

Note:

*Deadline for Classified
Advertising*

**1st of the Month
Preceding Publication**



**Professional
Directory**

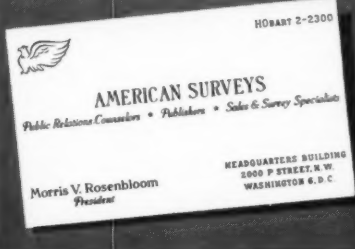
ROBERT D. ECKHOUSE & ASSOCIATES

Public Relations

175 Fifth Avenue New York City 10

ALgonquin 4-9017

...for effective public relations
in the Nation's Capital...



**JONES & BRAKELEY
INCORPORATED**

150 Nassau Street
New York 38, New York

Public Relations

**Specializing in Industrial
Press Relations**

Henry T. Rockwell, President
John Price Jones, Chairman

BURDICK-ROWLAND ASSOCIATES, INC.

DESIGNERS AND OPERATORS OF THE
NEW YORK STOCK EXCHANGE
BROKER-INDUSTRY EDUCATIONAL
PROGRAM

SPECIALISTS IN . . .
VISUAL
PUBLIC
RELATIONS

104 EAST 40th STREET OXford 7-2230 NEW YORK 16, N. Y.
105 MONTGOMERY STREET DOughton 2-7303 SAN FRANCISCO 4, CAL.
919 NORTH MICHIGAN AVENUE Superior 7-2145 CHICAGO 11, ILL.



*Leadership
in
the
Southwest*

THE GAIN ORGANIZATION, INC.
Public Relations
3900 LEMMON AVENUE DALLAS 19, TEXAS
LAKeside 6-8751

OUR SPECIALTY IS

*Financial Public Relations &
Share Owner Communications*

GARTLEY & ASSOCIATES, Inc.

68 William Street, New York 5
WHitehall 3-6770

BERTRAND W. HALL & CO.
41 EAST 42ND ST. NEW YORK 17, N. Y.

Specialists in . . .
Financial Public Relations
• Stockholder Relations
• Corporate Development

Yardsticks for PR

Continued

versity on association relationships; the Boston chapter with Boston University on speeches; the Wisconsin chapter with Marquette University on house organs, etc.

Obviously, to join the proper chapter (based on its members' interests) with the proper university (based on its interests, experience, equipment and faculty and competence) to work on the "right" project, will require a good deal of effort. Yet, obviously it would be an undertaking whose results, I believe, could be of immense value and service to the entire public relations field.

Certainly, some of the yardsticks would be imperfect at the beginning; some of them might never even get worked out; many might prove of lesser than hoped-for value.

Someday, somehow, our profession is going to undertake this task. It may not be done in the way I suggest, but it will be done, nevertheless: We will be forced to do it.

A measure for success or failure

Just as every profession is a reservoir of common knowledge and experience applied to the common weal, so will the establishment of yardsticks give all of us something against which to measure the success or failure of what we do.

When we do finally enter that new era of tangible realities certain aspects of public relations as we know it now will probably be relegated to the glorious, easy-living past.

For one thing, the kind of corporate hand-holding that has comprised so much of the "counseling" efforts of other days, constructive as it has been, will undoubtedly go by the board, in favor of measurable efforts on behalf of a *whole* company or institution.

We will depend less on personal relationships. But this will be a sign that we are growing. That means maturity and maturity should spell security.

As we finally come to work with the social sciences, and collaborate more and more with the men and women in our institutions of higher learning, we will reap many benefits far and away more significant than merely learning how to evaluate the effectiveness of our own efforts. Inevitably, of course, it should be easier to perform our service to our employers and to the community, to measure the scope of its usefulness and its quality, and thus to raise the level of our performance. Here, incidentally, we reap no mean benefit, for the coin of the realm is actually never so precious as the coin of deserved self-satisfaction earned from a task well done.

But, beyond all this, I think we will find ourselves in a far better position than men have ever before been in the history of our calling, to realize our opportunities for larger and lasting social service. Not only will our own vision be wider and brighter, but we will find ourselves bringing into our ranks, on a larger scale than ever before, young men and women of the highest caliber, exchanging the values of our practical experience for their

fresh outlook, their most recent exposure to the basic principles, and their capacity for growth. This, I submit, will be our greatest contribution.

You see, I feel strongly about the dignity and importance of our job. I feel very strongly that we, as public relations men and women, have a responsibility to meet this challenge of the future. I hope that business and education, which have a tremendous stake in the outcome, feel as strongly.

Responsibility

Continued

in a very few years, dwarf even the huge requirements of today. And this will happen not because of overweening ambition on the part of corporation managements but because of consumer need, a need which our economic system is morally obligated to meet.

It will be an unhappy state of affairs indeed if business is prevented from meeting this obligation fully as a result of the public's refusal to allow some of its basic units to grow large enough to do so. Even now the prejudices against bigness *per se* are impeding industry's attempts to do its job—to live up, if you will, to its responsibility.

For that matter, nothing about American industry, big or small, more dramatically illustrates the fact of "responsible enterprise" than capital expenditures. Inherent in the laying aside each year of a large percentage of profits for capital improvement and expansion is the recognition of a duty to serve the public interest. No government control requires this reinvestment; no law forces us to plan for tomorrow's needs; certainly shareholder pressure is not the cause of it.

What can it be, then, unless it is that we are *responsible* people and that the enterprise of which we are a part is truly *responsible* enterprise. That is the message we should transmit to the public, and it might be wise to waste no time in getting about it.

Editor's Note: We are indebted to the editors of the "American Petroleum Institute Quarterly" for the use of the material which we present here.

CHICAGO NEW YORK SAN FRANCISCO NEW YORK CHICAGO NEW YORK SAN FRANCISCO

derus
media
service

publicity distribution specialists in

TV Radio Newsletters

620 n. michigan • chicago 11 •
superior 7-4360

SAN FRANCISCO NEW YORK CHICAGO NEW YORK SAN FRANCISCO



How about treating your family to a better chance against cancer?

You give your family the best of everything . . . all-day outings in the car, maybe a movie after, and then a soda to top it all off. There's really nothing you wouldn't do to make your family happy.

And if you could help make them safe . . . safe against cancer, you'd do that too, wouldn't you? And fast. Well, you *can* help. The American Cancer Society needs your dollars right now. It needs them for research, which is making important gains against the killer. For education, which gives every-

one life-saving facts about cancer. For service, which aids and comforts the stricken.

Don't skip the treats that make life pleasant for the family. But don't skip the chance to strike back at a disease that threatens them. Match the cost of that next outing with a check to the American Cancer Society. That's the most worth-while treat you could give! Send your check to "Cancer" in care of your local Post Office today.



AMERICAN CANCER SOCIETY

